

**CORRELATION BETWEEN FIRST LINE MANAGER LEADERSHIP
STYLE WITH PATIENT SATISFACTION IN WARD CLASS 1, 2 AND 3
PKU MUHAMMADIYAH HOSPITAL OF SURAKARTA**

MANUSCRIPT

**Submitted as Partial Fulfillment of the Requirements
of Bachelor Degree of Nursing**



By:

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**NURSING SCIENCE
HEALTH SCIENCE FACULTY
MUHAMMADIYAH UNIVERSITY OF SURAKARTA**

2016

RESEARCH

PAGE APPROVAL

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LEADERSHIP STYLE WITH PATIENT SATISFACTION IN
WARD CLASS 1, 2 AND 3 PKU MUHAMMADIYAH HOSPITAL
OF SURAKARTA**

SCIENTIFIC PUBLICATION

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Have been inspected and approved to be tested by :

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PAGE OF CONFIRMATION

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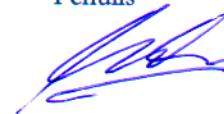
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Surakarta, 27 Juni 2016

Penulis



Faizal Indra Isfahani
J210122001

**HUBUNGAN ANTARA GAYA KEPEMIMPINAN KEPALA RUANG DENGAN
KEPUASAN PASIEN RAWAT INAP DI KELAS 1, 2 DAN 3 RS PKU
MUHAMMADIYAH SURAKARTA**

ABSTRAK

Oleh :

Faizal Indra Isfahani* dan Supratman**

Masyarakat dalam kehidupan sehari-hari tidak lepas dari kebutuhan akan pelayanan. Salah satu bentuk pelayanan yang sangat dibutuhkan manusia adalah pelayanan kesehatan. Dewasa ini kesadaran masyarakat semakin meningkat akan pelayanan kesehatan yang bermutu dan nyaman sehingga perlu ditingkatkan secara efektif agar dapat menjamin pelaksanaan pelayanan kesehatan menjadi lebih baik dan memuaskan masyarakat. Kepuasan pasien merupakan hal yang sangat penting untuk meninjau mutu pelayanan suatu rumah sakit. Dalam rangka untuk mendapatkan kepuasan pasien, maka dibentuklah suatu manajemen didalam rumah sakit. Manajemen merupakan suatu sistem yang dirancang untuk mencapai tujuan melalui usaha orang lain. Dalam manajemen keperawatan, ada beberapa tingkatan manajemen didalamnya, diantaranya adalah nursing top manager, middle manager, dan nursing low manager. Kepala ruang sebagai first line manager memiliki gaya kepemimpinan yang beragam. Gaya kepemimpinan merupakan cara bekerja dan tingkah laku dalam membimbing para bawahan untuk melakukan sesuatu. Tujuan penelitian ini adalah untuk melihat hubungan antara gaya kepemimpinan kepala ruang dengan kepuasan pasien rawat inap di kelas 1, 2 dan 3 RS PKU Muhammadiyah Surakarta. Penelitian ini merupakan kuantitatif non eksperimen. Dalam penelitian ini metode yang digunakan adalah survey dengan pendekatan cross-sectional. Sampel diambil menggunakan tehnik proportional random sampling dengan jumlah sampel 30 pasien, 30 perawat dan 4 kepala ruang yang memenuhi kriteria inklusi. Hasil penelitian menunjukkan pada gaya kepemimpinan otokratik terdapat 5 pasien (100%) yang memiliki tingkat kepuasan sedang. Pada gaya kepemimpinan demokratik distribusi tertinggi adalah kepuasan pasien tinggi sebanyak 19 pasien (76%) dan 6 pasien (24%) memiliki kepuasan sedang. Hasil uji Fisher Exact Test diperoleh nilai signifikansi (p) = 0,003 sehingga ada hubungan antara gaya kepemimpinan kepala ruang dengan kepuasan pasien rawat inap. Saran untuk manajemen rumah sakit hendaknya melakukan usaha-usaha untuk meningkatkan kemampuan kepala ruang untuk menciptakan gaya kepemimpinan yang baik sesuai dengan situasi dan kondisi dari ruang yang dipimpinnya, antara lain dengan mengikutsertakan kepala ruang dalam seminar kepemimpinan.

Kata Kunci : Gaya kepemimpinan, kepuasan, kepala ruang, RS PKU Muhammadiyah Surakarta

CORRELATION BETWEEN FIRST LINE MANAGER LEADERSHIP STYLE WITH PATIENT SATISFACTION IN WARD CLASS 1, 2 AND 3 PKU MUHAMMADIYAH HOSPITAL OF SURAKARTA

ABSTRACT

By

Faizal Indra Isfahani* and Supratman**

In a daily life of society is always near with the needs of services. One kind of services that needed by society is health service. Today the public awareness of health care services quality and comfortable is increased, so it needs to be improved in order to ensure effective implementation of health care becomes better and satisfy the society. Patient satisfaction is an important thing that used to observe service quality of hospital. Management of hospital was made in order to get patient satisfaction. Management is a system that designed to reach a goal by other's effort. In nursing management, there are some levels such as nursing top manager, nursing middle manager, and first line manager. First line manager has many kind of leadership style. Leadership style is a way of work and behaviour in guiding subordinate to do something. This study was aimed to know is there any correlation between first line manager's leadership style with inpatient client satisfaction in ward class 1, 2 and 3 PKU Muhammadiyah Hospital of Surakarta. This study was quantitative non experimental research. Method that used in this study was cross-sectional. Samples were chose by proportional random sampling technique. Samples of this study were 30 inpatient clients, 30 nursing staffs and 4 first line managers that suitable with inclusion criteria. The result showed that 5 clients (100%) in ward with first line manager that has autocratic leadership style got medium satisfaction. In democratic leadership style the highest distribution was patient with high satisfaction as many 19 patients (76%) and 6 patients (24%) got medium satisfaction. Result of Fisher Exact Test showed that sign. $p = 0,003$, so that there was correlation between first line manager leadership style with inpatient client satisfaction. In suggestion, hospital managerial should do an effort in order to increasing first line manager skill of creating a good leadership style that suitable with the situation and condition of the room, for example included them into leadership workshop.

Keywords: leadership style, satisfaction, first line manager, PKU Muhammadiyah Hospital of Surakarta

Preface

In a daily life of society is always near with the needs of services. One kind of services that needed by society is health service. Today the public awareness of health care services quality and comfortable is increased, so it needs to be improved in order to ensure effective implementation of health care becomes better and satisfy the community.

Patient satisfaction is very important to review the quality of care in hospital. Patient satisfaction is a level of patient's feeling that incurred due to the result of comparing the performance of received health services by what they expected (Imbalo, 2006).

There are many factors that can influence quality of services. Three variables that relevant and dominant with quality of service are professionalism, leadership, direction authority (Tangkisilan, 2005).

In business sector, satisfy service was believed as a most important thing. All thing that has been done in order to provide excellent service to customers is absolutely meaningless if it does not seek to satisfy customers (Gerson, 2001) In order to obtain patient satisfaction, then formed a management within the hospital. Management has work area, such as administration management, marketing management, finance, human resource and production management. The goal of production management is to control amount, quality, price, time and place of service or goods production. And the other goal is to make consumer and producer feel satisfy (Shimamora, 2012).

In nursing management, there are several levels of management in it, such as nursing top manager, middle manager, and low nursing manager or first line manager. Head ward as a low nursing manager has an important role in care service in the ward. Head ward as a manager does a management functions POSDC (Planning, Organizing, Staffing, Directing, Controlling) in order to manage the subordinates (Sudarta, 2015)

Head ward or first line manager has many kind of leadership style in doing their job. Leadership style is a way of working and behavior to guide the subordinates to do something (Kartono, 2013). Pasolong (2007) stated there are 3 leadership style, that is autocratic, democratic and laissez-faire.

Based on the researcher's experience that gained when carrying out the practice in the hospital, when the first line manager does their respective duties, they do their job with different manner and leadership style. It is also recognized by some of the nurses who has been interviewed by the researcher.

Meanwhile, when the researchers conducted a preliminary survey, researchers conducted interviews to 4 patients, namely 2 patients in the ward unit class 2, and 2 more in the ward unit class 3 about patient satisfaction, they expressed their satisfaction to the researchers.

Based on that, the researcher was interested in studying the relationship between the first line manager leadership style with patient satisfaction in ward class 1, 2 and 3 PKU Muhammadiyah Hospital of Surakarta.

This study was aimed to know the relationship between first line manager leadership style with patient satisfaction ward class 1, 2 and 3 PKU Muhammadiyah Hospital of Surakarta.

Research Method

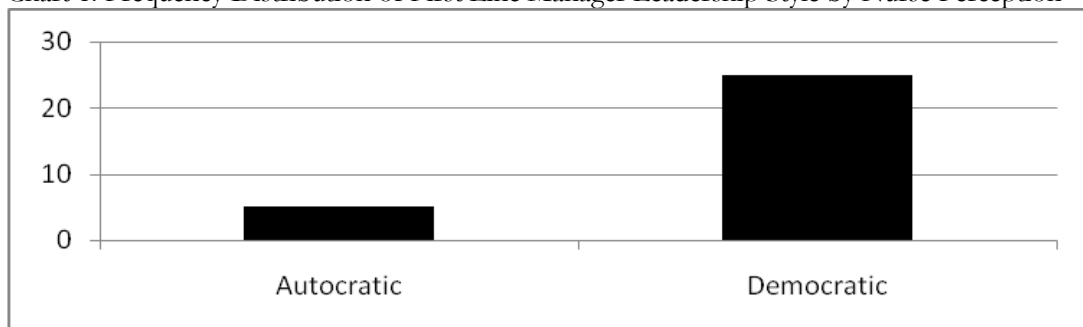
This study was quantitative non experimental research. Method that used in this study was cross-sectional. Cross sectional is variables which include in the risk factors and variables that include in effects factors observed at once in the same time (Notoatmodjo, 2005). Samples were chose by proportional random sampling technique. Samples of this study were 30 patients, 30 nursing staffs and 4 nursing low managers that suitable with inclusion criteria. data was collected used a questionnaires. technique of data analysis in univariate analysis is using a charts and Fisher Exact Test used in bivariate analysis.

Result

Univariate Analysis

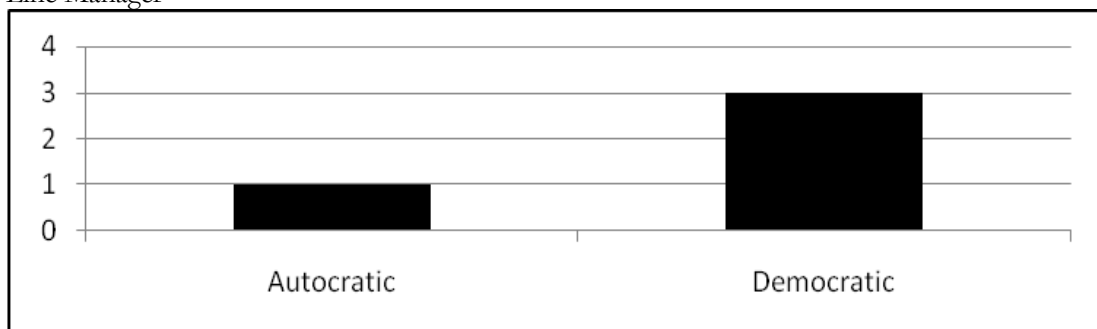
Distribution of First Line Manager Leadership Style

Chart 1. Frequency Distribution of First Line Manager Leadership Style by Nurse Perception



The frequency distribution of first line manager leadership style as perceived by nurses showed the highest distribution was democratic that expressed by 25 nurses (83%) and the remaining autocratic expressed by 5 nurses (17%).

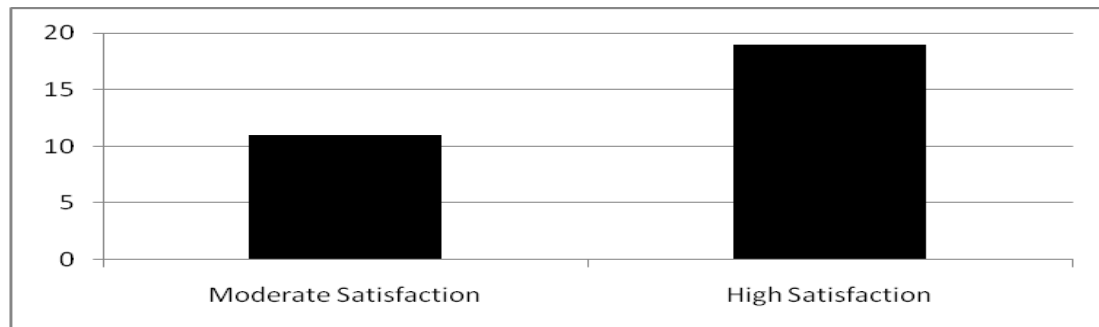
Chart 2. Frequency Distribution of First Line Manager Leadership Style by Perception of First Line Manager



The frequency distribution of first line manager leadership style as perceived by nurses showed the highest distribution was democratic leadership style expressed by 3 first line managers (75%) and another 1 (25%) first line manager state that her leadership style was autocratic.

Frequency Distribution of Patient Satisfaction

Chart 3. Frequency Distribution of Patient Satisfaction



Frequency distribution of patient satisfaction showed the highest distribution was high satisfaction as much 19 respondents (63%) and moderate satisfaction as much 11 respondents (37%). In this study, there was no patient that had low satisfaction.

Bivariate Analysis

Table 1. Test Results Summary Relations First Line Manager Leadership Style by Nurses' Perception with Patient Satisfaction

Leadership Style	Patient Satisfaction					
	Moderate		High		Total	
	Frec	%	Frec	%	Frec	%
Autocratic	5	100	0	0	5	100
Demokratic	6	24	19	76	25	100
Total	11	37	19	63	30	100

$p = 0,003$

Cross tabulation of perception of nurses about first line manager leadership style showed that in ward of first line manager that has autocratic leadership style there are 5 patient (100%) had moderate satisfaction level. In democratic first line manager leadership style, the highest distribution is patient with high satisfaction level as much 19 patients (76%) and the other 6 patients (24%) had moderate satisfaction level.

Further test results of Fisher Exact Test got significance value (p) = 0.003 less than 0.05 so that the testing decision is H_0 rejected. Based on testing decision, we conclude there was a relationship between first line manager leadership style by nurses perception with patients' satisfaction, which is the democratic leadership style tends to be followed by a higher level of satisfaction than autocratic leadership style.

Table 2. Test Results Summary Relations First Line Manager Leadership Style by First Line Managers' Perception with Patient Satisfaction

Leadership Style	Patient Satisfaction					
	Moderate		High		Moderate	
	Frec	%	Frec	%	Frec	%
Autocratic	1	17	5	83	6	100
Demokratic	10	42	14	58	24	100
Total	11	37	19	63	30	100

$(p)=0,261$

Cross tabulation of first line manager leadership style by first line managers' perception showed that in ward of first line manager that had autocratic leadership style there are 5 patient (83%) had moderate satisfaction level and there is 1 (17%) patient with moderate satisfaction level. In democratic first line manager leadership style, the highest distribution is patient with high satisfaction level as much 14 patients (58%) and 10 patients (42%) had moderate satisfaction level.

Then the results of Fisher Exact Test showed significance value (p) = 0,261 more than 0.05 so that the testing decision is H_0 accepted. Based on testing decision, it means there was no a relationship between first line manager leadership style by first line manager perception with patients' satisfaction.

Discussion

First Line Manager Leadership Style Overview

The frequency distribution of first line manager leadership style according to the perception of nurses showed the highest distribution is the democratic expressed by 25 nurses (83%) and the remaining autocratic expressed by 5 nurses (17%). Furthermore, the frequency distribution of leadership style of first line manager as perceived by their self showed the highest distribution is democratic as many as 3 head space (75%) and 1 head space (25%) stated that her leadership style was autocratic.

Democratic leadership style is characterized by a leader who appreciates the characteristics and capabilities of each member of the organization. Democratic leaders use the power of office and personal strength to dig and cultivate ideas and motivate their subordinates to achieve a common goal (Gillies, 1996). Democratic leadership oriented to humans, and provide efficient guidance to his followers. There was coordination of the work of his staff, with an emphasis on internal responsibility and good cooperation (Kartono, 2013). This leadership strength lies in its unity which is the strength in running the organization.

Maryanto, Pujiyanto, and Setyono (2013) examined the association of first line leadership style with job satisfaction of nurses in private hospitals Demak found that some first line manager more dominant in the democratic leadership style in the lead. The study showed that the democratic style is a style of leadership that is often used because of the style of leadership helps nurses in guiding efficient to a subordinate, willing to listen to opinions, ideas, suggestions and criticism from subordinates (group), so pay attention to the interests and welfare of subordinates action against subordinates who violate discipline with is corrective and educative approach. Coordinating all the work of subordinates within the system of work implementation with an emphasis sense of responsibility and good cooperation. The democratic leadership has the power of the active participation of the members of the group.

First line manager actually had a variety of leadership styles, but in practice they choose one of them. Head room should choose a style of leadership based on the characteristics of the subordinate among other working situation factors and the goals of the organization (Soili, et.al, 2012). Democratic leadership style is considered an appropriate style to used in a hospital because with this style of management and leadership first line manager is not only delegated the task to medical personnel. However, helped build and mutual help in improving the quality of work of each individual to achieve goals and continue to improve the performance of which is considered less in order to achieve the company's goals

The dominant democratic leadership will pay attention to the feelings considered very proper and in accordance with the performance of medical personnel who perform the entire performance in treating patients using feelings. Having regard to the feelings of the democratic leadership style in hospitals it is expected that medical personnel are friendly and treat patients with high discipline (Iqbal, 2013).

Patient Satisfaction Overview

The frequency distribution showed the highest distribution of the patient satisfaction is high satisfaction that stated by 19 respondents (63%) and were as much as 11 respondents (37%) stated moderate satisfaction. In this study not encountered patients who had low satisfaction.

Patient satisfaction is the result of the assessment in form of an emotional response (feeling satisfied and happy) in patients due to the fulfillment of hope or desire in using and receiving services. Patients satisfaction concerning the quality of hospital services. By knowing the level of patient satisfaction, hospital management can improve the quality of service (Nursalam, 2011). Research showed that the level of the most patient satisfaction at RS PKU Muhammadiyah Surakarta are high, this illustrates that the patient's expectations have been met well by the services provided by RS PKU Muhammadiyah in terms of access to medical and non-medical services.

Patient satisfaction about PKU Muhammadiyah hospital of Surakarta services was supported by adequate facilities and experienced doctors with educational specifications general and specialists practitioners.. Doctors service and hospitalization in PKU Muhammadiyah hospital of Surakarta consists of 9 wards from class I to VIP with adequate facilities and clean conditions of the room. PKU Muhammadiyah hospital of Surakarta in improving the service also had the services of seed to the community include: (1) Solo Skin Centre, (2) early detection of breast, (3) spiritual guidance, and (4) psychological consultation and harmonious family (RS PKU Muhammadiyah Surakarta, 2016). Medical and non-medical services supported by adequate facilities in terms of both health and non-health help patients to meet their needs during hospitalization thereby increasing satisfaction with hospital services.

Relations Between First Line Manager Leadership Style According to Nurse Perception With Patient Satisfaction

Fisher Exact Test test results obtained significance value (p) = 0.003 less than 0.05 so it concluded there was a relationship between first line manager leadership style according to nurse perception with patient satisfaction which the democratic leadership style tends to be followed by a higher level of satisfaction than the autocratic leadership style , While the test results of Fisher Exact test between first line manager leadership style according to first line managers' perception with patient satisfaction showed significance value (p) = 0.261 greater than 0.05 so it concluded there was no relationship between first line manager leadership style according to first line managers' perception with patient satisfaction.

Because of any differences in ratings between nurses and first line manager about the first line manager leadership style, then based on the Mamesah theory (2009) who stated the style of leadership is how subordinate assessing leadership behavior when interacting with his subordinate leaders. So the rating of nurses about the first line manager leadership style that will be used as reference in answering the research hypothesis.

First line manager leadership style associated with motivation and job satisfaction of nurses. Lilian (2006) concluded that there was a relationship between first line manager leadership style with nurse performance. Leadership is sometimes understood as the power to mobilize and influence people. Leadership as a tool, a means or process to persuade people to be willing to do something voluntarily / joy. There were several factors that can move people that threats and rewards. Autocratic, not a style that favorite by subordinates in managing an organization because of the leadership style authoritarian / autocratic power lies fully with the leadership that subordinates do not have the freedom to explore the capabilities that will cause stress arising from any coercion or pressure from leaders so it will have an effect on the decline in performance, but in certain circumstances an authoritarian leadership style / autocratic can be applied as a trigger in improving the performance of nurse administrators.

This is appropriate with the theory that stated by Tampubolon (2004, in Sumantri 2006) authoritarian leadership style in the worse form can cause resentment, and the possibility of laying an answer, but this style should be considered to be used especially at critical moments. Because of their fears, norms and sanctions authoritarian / autocratic leadership style cause the performance of nurses become not good, this is reinforced by the result research of Lilis (2006) that showed nurses largely explain the clear procedure to the patient, the nurse did not assess the patient

holistically, nurses tend to follow the instructions the doctor and the lack of action that based on carrying behavior eg nurses did not do ROM based on its own initiative, nurses rarely involve the family in providing health education and not tailored to the needs of patients, nurses rarely motivate patients and revise the action based on the response of patients, nurses rarely explores the feelings of patients.

The dominant view today about leadership style said that democratic style force most ideal deemed consistent with the theory of Siagian (2002) who argued that the democratic leadership style seen as the style of the most coveted by all those involved in achieving the goals of the organization. A democratic leader will always involve subordinates in encouraging them to use the power of reasoning in solving all the problems that exist to encourage the creativity of subordinates without any pressure or threat from the manager so that it will improve the subordinates (nurse) performance.

In the liberal leadership style / *laissez faire* subordinate (nurse) had a very important role because of the presence of subordinates is determining factor and running of the organization is on subordinates. Subordinates perceived as independent human, do not require supervision and controls strictly because subordinates are considered to have a sense of great responsibility in completing all the tasks entrusted to him so that in certain circumstances this leadership style would improve performance because there is freedom of innate to explore them self but the type of leadership style could also cause poor performance in subordinates (nurse) because there is no supervision of the leadership that requires nurses to have the ability to solve problems that would cause difficulties for nurses who are less able to coordinate an organization that will lead to underperformance of subordinate.

In this study showed that there was a relation between leadership style based upon the perception of nurses with patient satisfaction. Chosen perception of nurses in measuring leadership style head space due to the perception of nurses tend to be more subjective in assessing the leadership style of head space. These results supported the opinion (Soili, et.al, 2012) which states that leadership style affects nursing and patient care quality indirectly. First line manager should choose a style of leadership that can improve a good patient care. The results of this study are supported by previous studies, the study of Cumming (2011) about "The Call for Leadership to Influence Patient Outcome". The study concluded that there is a relationship between leadership style with the reception of patients to nursing as indicated by the length of stay, the difficulty patients and patient satisfaction with nursing.

The results of this study contrast with the results of research by Raup (2007), entitled "The Impact Of Ed Nurse Manager Leadership Style On Turnover Staff Nurse And Patient Satisfaction In Academic Health Center Hospital". This is likely due to differences in settings of place, where the research took place in the emergency room so that the patient's condition experience was different. Pasien could just feel the experience in terms of medical services, regardless of non-medical services and facilities available.

The ideal leader should had all leadership styles and being able to choose the most effective leadership style based on certain things like the maturity level of subordinates. Subordinate maturity level is defined as the ability and willingness of subordinates to be given or to run responsibility for directing their own behavior. Maturity level is divided into three, namely the low maturity level, medium and high (Hersey and Blanchard, 1988).

For each level of maturity, a leader must use the most appropriate leadership style. To subordinate the low maturity level, where a subordinate depicted not had the skill and the will is sufficient, then the leader should use a leadership style that directive, which provides supervision and direction of a clear and specific or commonly known as authoritarian leadership style.

For the maturity level of subordinates being, distinguished into two, namely the subordinate who could not afford but want the responsibility and subordinates who are able, but not willing to accept responsibility (Hersey and Blanchard, 1988). To subordinate who could not

but want to take responsibility, leaders should provide the entire landing, but still run a two-way communication and explanation. Leaders must also try to listen to the feelings subordinate to the decisions made and the decision-making remains the leader. As for dealing with subordinates who are able but not willing to assume responsibility, good leaders provide much support to subordinates but little in the briefing. In this situations, leaders and subordinates should exchange ideas for solving the problem and also in decision making.

The maturity level of subordinates that the last is a high level of maturity where followers or subordinates are able and willing to carry out the responsibilities. Style is most ideal in this situation is a style where the leader delegated to subordinates about the tasks and decisions of the implementation of tasks (Hersey and Blanchard, 1988). By delegating leadership style is also called the laissez-faire.

Conclusion

1. The most patient satisfaction level in ward grade 1, 2 and 3 PKU Muhammadiyah Hospital of Surakarta are high.
2. First Line Manager leadership style in the wards class 1, 2 and 3 PKU Muhammadiyah Hospital of Surakarta is largely democratic.
3. There is a relationship between first line manager leadership style with patient satisfaction in ward class 1, 2 and 3 PKU Muhammadiyah Hospital of Surakarta.

Suggestion

1. To Hospital
The results of this study indicate that there is a relationship between first line manager leadership style with patient satisfaction. Hospital management should make efforts to improve the ability of the first line manager to create a good leadership style according to the situation and the condition of the room that led, among other things by including the first line manager in a leadership seminar.
2. To Educational Institute
The results could strengthen theories that suggested a link between leadership style with patient satisfaction.
3. To Nursing Profession
Nurses had a task to providing nursing care for the patient. Optimum services will have an impact on the achievement of patient satisfaction. Optimum service can be achieved from a good management function. Therefore, the head of the room (ward) as first line manager should know that the ideal leadership style to lead their subordinates in order to get the patient outcomes specially patient satisfaction.
4. To Further Research
Researchers further advised to examine the effect of the functions of the head of the room to the satisfaction of patients, for example round case, pre and post conference, etc.

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